

The problem

When a company goes from 10 to 20 to 40 people, it doesn't just add headcount — it multiplies complexity. At 10, speed covers the mess. At 20, decisions start slowing down. At 40, the founder spends 80% of the time firefighting and 20% wondering why growth stalled.

The real issue isn't talent. It's that the company grew faster than its structure. Nobody owns the outcome. Every decision goes through the founder. And the margin is leaking in the handoffs between departments.

Who I work with

Marketplace and tech companies, post-seed or Series A, between **10-80 people** and **€1-15M revenue**, where growth is real but margins aren't following.

You recognize this:

- You're still in 70% of operational decisions
- Every week feels like an emergency
- You hired 10 people but you're working more, not less
- Teams run hard all day but growth doesn't accelerate
- Cross-team problems become political instead of structural

What I do

I come in, diagnose where value leaks, redesign structure and ownership, install accountability systems, and leave when the machine runs on its own. I'm not politically tied to your team. I make the hard calls.

Structure & Ownership

Role clarity, decision rights, founder bottleneck removal

Performance Governance

Few clear metrics, weekly accountability, real management

Process & Cost Design

Map core processes, kill duplication, align to unit economics

How we work together

Operational Diagnostic

2-3 weeks · €2,500 – 4,000

Full audit of operations, org structure, and cost architecture. You get a clear map of where value leaks and a priorit action plan.

Fractional COO

3-6 months · €4,000 – 6,000/mo

Hands-on execution. I sit with your team, redesign structure, install governance, and drive implementation. Not advice - actual change.

Implementation Sprint

Scoped project · €5,000 – 15,000

Targeted intervention on a specific problem: org redesign, process overhaul, performance system, M&A integration.

Track record

-60%

-25%

1→17

-15%